



Integrating Workforce Planning into your Agency's Strategic Plan

The first steps in any Workforce Planning effort are to integrate your Workforce Planning process into your strategic planning process, and to determine the goals and performance measures for your workforce plan.

Strategic planning is your agency's road map to accomplishing its long-term goals; it details what specific strategies, approaches and methodologies you'll use to achieve these goals. This road map will lead your agency from where it is now to where it would like to be in the next 1-3 years.

The time to think about Workforce Planning is at the beginning – when you first start building your agency's strategic plan. When making organizational changes implicit in strategic planning, your workforce must be part of your decision-making process.

In developing your strategic plan:

- Identify how each strategy will impact your workforce.
- Think about how your strategies will impact the different levels of your workforce – frontline workers, supervisors, managers and executives.
- Keep in mind how your workforce will be affected in the major human resources (HR) areas: recruitment and selection; performance management and professional development.
- Determine which workforce issues you need to address in order to achieve your strategic objectives.

On the next two pages, you'll find two matrixes that illustrate the link between an agency's workforce plan and performance measures and its strategic plan:

- *How Strategic Planning Can Impact the Workforce*
- *Linking Workforce Planning to Strategic Planning*



How Strategic Planning Can Impact the Workforce

Strategic Goal ¹	Some Strategies to Accomplish Goal ²	Workforce Implications
Programmatic Goal: Improve the well-being of children, adults and families by increasing permanency and stability for children in the child welfare system, individuals with developmental disabilities, those at risk of homelessness, victims of domestic violence, refugees and the elderly.	<ul style="list-style-type: none"> Provide preventive services and support through an integrated service network. Ensure IT supports integrated service delivery and assists employees in effectively meeting the needs of children, adults and families. Increase customer involvement in service delivery. 	<ul style="list-style-type: none"> Frontline workers will need to improve in the competency areas necessary to implement goal. Frontline supervisors/workers will need to develop processes to better integrate service delivery. IT staff will need to expand capacity of service-tracking system and reporting functions. Frontline workers/supervisors will need more time to involve customers in service delivery and to develop processes for doing so.
Workforce Goal: Create a Department culture and infrastructure that supports employees, promotes excellence and fosters culturally and linguistically appropriate human service delivery.	<ul style="list-style-type: none"> Develop and implement a comprehensive approach to employee recruitment, selection, development, recognition, and retention in order to increase staff retention, reduce turnover and increase the percentage of internal promotions. Ensure that the Department attracts and retains employees with the ability to meet the unique needs of customers with limited English proficiency. Develop and implement an exit interview survey and utilize data to improve recruitment and retention outcomes. 	<ul style="list-style-type: none"> All staff will need to create an individual development plan and participate in training and development opportunities to improve effectiveness. All staff will need to incorporate competencies into their performance and development plans. HR staff will need training on competency model. HR will have to develop effective screening tools in order to hire qualified employees, including those with Spanish-language proficiency.
Operational Goal: Improve communication and collaboration within the Department and with other stakeholders including clients, other agencies, and the broader community in order to improve customer access, service, outcomes and satisfaction throughout the state.	<ul style="list-style-type: none"> Enhance the use of the Intranet of staff communication including specific information on agency projects such as service integration. Engage community network teams, families and other community partners in all aspects of social service planning, implementation and evaluation. Ensure that employees and customers have the appropriate tools to improve outcomes for customers with limited English proficiency, including forms and documents in the necessary translations. 	<ul style="list-style-type: none"> Program staff will need to develop content on service integration for Intranet. Add formal training session on Department Intranet to new-employee orientation. Management and frontline supervisors will need time to participate in planning teams and roundtable sessions on community involvement of service delivery. Bi-lingual staff will need to assist in keeping translated forms and documents up to date. IT staff will need to update Intranet to reflect current translated forms and documents.

¹ Arizona Department of Economic Security. 2006. [Five Year Strategic Plan SFY 2007-2011](#).



Matrix: Linking Workforce Planning to Strategic Planning

HR-Specific Strategic Plan Steps ²		Associated Workforce Planning Step		Performance Measures
Mission	To promote the safety, well being & self sufficiency of children, adults and families	Strategy Assessment	<ul style="list-style-type: none"> Review strategic plans Determine workforce implications related to strategic and operational plans 	<ul style="list-style-type: none"> Workforce plan is integrated into strategic plan Workforce Planning policy statement incorporates agency's vision and values statements
Value statements	<ul style="list-style-type: none"> We value our employees We are inclusive in our decision making We ensure staff are trained and supported to do their jobs 			
Environ. Scanning	SWOT analysis of the agency/organization	Data Collection – Environ. Scan & SWOT Analysis	<ul style="list-style-type: none"> SWOT analysis of the workforce Supply and Demand Analysis 	SWOT Analysis and Supply and Demand Analysis completed in first 3 months
Strategy Formulation	Qualified employees are a good investment to prevent the costs of turnover, retraining and low morale	Data Analysis – Gap Analysis	Identify talent needs	Gap Analysis recommendations to Steering Committee within 6 months of start of planning project
Strategy Formulation	Attracting, developing and retaining qualified employees	Implementation – Gap-Closing Strategies	Competency Model	Competency model implemented in recruitment process for targeted positions
Evaluation	Accountability and outcomes	Review and Assessment – Evaluation	Monitor and review workforce plan	Quarterly reports are supplied to Steering committee, lessons learned completed at end of one year cycle and report to Steering committee and recommendations for ongoing workforce planning for next year.

² Arizona Department of Economic Security. 2006. [Five Year Strategic Plan SFY 2007-2011](#).